



NPS Contract Management Program Goes Global

Story by Journalist 2nd Class Chad Runge

The Master of Science in Contract Management 835 Curriculum at the Naval Postgraduate School (NPS) can be added to the long list of programs that school administrators have found new ways of delivering to its students.

Recently, 17 students earned their degrees after completing their required learning at locations other than Monterey, Calif., via video teleconferencing (VTC) technology and online learning. Though each two-hour classes was held using VTC technology, the web-based portions of the class allowed students to keep in virtually constant communication with course professors.

The students, from six locations in the U.S., were 'recruited' during an extensive marketing campaign in the spring of 2003, and began their studies shortly after.

Courses delivered in the 27-month, 56-credit-hour program cover topics such as economics, financial management, leadership and field contract management.

"This course is designed for military and civilian personnel in the contract management field. Many have full time jobs that simply don't afford them the time to be away to get their education in residence," said program manager Cory Yoder. "This program allows us [NPS] to deliver graduate-level education to students while allowing them to continue in their normal jobs. We bring an education to them."

Challenges arose, however, when one of the students, a Naval Reservist, was called to active duty and deployed to the Middle East. But, thanks to the dedication of NPS's outstanding staff members, the challenges were met.

"During the month of January 2005, I was notified of a mobilization requirement to Kuwait," said Kathryn Gonzalez. "Duty called – I packed my sea bag, personal belongings, lugged my NPS books, and executed the mobilization orders."

"Professor Jeff Cuskey seemed very eager to work with

his forward deployed student. I mustered in each NPS session during the evening hours in Kuwait, sometimes with my 9mm," Gonzalez added.

Aside from occasional challenges caused by bad weather and hard-to-find VTC availability, the courses were delivered without a hitch.

Yoder said, "We definitely hope to continue this program and offer it in the future. We'd actually like to expand



The first completion ceremony of NPS's distance learning Contract Management Program was held via video teleconference on Dec. 15th. (U.S. Navy photo)

to larger class sizes as well as open them to other services."

The 835 MSCM curriculum was established in 1999 by Dr. David Lamm, a now-retired NPS professor; Tom Colangelo, U.S. Army Acquisition; and Adm. Bill Hauenstien, a Navy Defense Acquisition Career Manager who retired in 2003. It was created in response to service requirements for graduate-level education satisfying unique needs of Department of Defense civilian and military contracting officers.

Enlisted Tech Support Keeps Students Afloat

Story by Photographer's Mate 2nd Class Mike DiFranco

With the technical nature of so many students work at the Naval Postgraduate School, the enlisted support staff keeps things running smoothly. The staff keeps plenty busy with computer and other electronic labs to maintain, including secret-level labs.

An example of a secret-level lab is the Secret Technology Battle Lab (STBL), which is maintained by five enlisted staff members.

"We create SIPRNET accounts for students who need to do secret research for their theses," said CTT2 Harry Hall.

The staff also refurbishes secret-level computer hard drives and schedules sensitive video teleconferences to enhance student research capabilities.

On the non-secret side of things, the Network Operations Center is manned by another group of CTTs. The NOC is responsible for creating and managing non-secret internet accounts for the rest of NPS, including all staff and faculty.

"It's our responsibility to keep the majority of the base up and running online," said IT1 Lisa Acuna. "We are remotely updating all the non-classified computers on base all the time and creating new accounts for anyone that needs them."

Students can also take their laptops with wireless cards to the NOC and get them setup to use the base's wireless internet.

"I use my laptop everywhere for classes," said LT Brian Black, an Operations Research student and NPS. "I was glad when I heard there were guys on base to help set me up. They helped a lot."



SECARM Urges Grads to Focus on Leadership

Story by NPS Public Affairs

On March 24, 2006, 176 students received their diplomas and capped their tours of learning at the Naval Postgraduate School.

Secretary of the Army Francis J. Harvey was the keynote speaker for the event, and he gave praise to the graduates for their hard work and dedication.

The graduates were from all the armed services, and also included 32 Department of Defense civilians and 25 international officers.

In his speech, Secretary Harvey compared military leaders to pentathletes, who must possess skills in five areas. They must set the standard for integrity and character. They must be confident and competent decision makers. They are empathetic towards others and always positive but

realistic. They are professionally educated and are dedicated lifelong learners. Finally, they must be effective communicators.

The international students represent 17 countries, which include Australia, Bulgaria, Finland, Germany, Korea, Malaysia, Norway, Poland, Romania, Singapore, Taiwan, Turkey, and several other nations.

The breakdown of degrees include 62 Masters of Arts, 19 Masters of Business, 105 Masters of Science and 44 Executive Masters of Business. Five also earned dual degrees.

In a separate ceremony, 35 achievement awards were presented to 41 students and faculty. Navy Lt. Ryan Babich Ernst received separate awards for highest academic achievement and excellence in surface warfare research.



Secretary of the Army Francis J. Harvey speaks with NPS President Rear Adm. Richard Wells on their walk to the Winter 2006 Commencement Ceremony. (U.S. Navy photo by Photographer's Mate 2nd Class Mike DiFranco)

The NPS award for outstanding academic achievement for an international student went to Maj. Axel Weber of the German Army. NPS also presented Lt. Cmdr.

Laura Bollock, USN, with the NPS Superior Service Award for her many contributions to the student body, professional community and local Monterey area.

Highlighting Outstanding Student Thesis Projects

A Software-Based Network Infrastructure for Mobile Ad Hoc Data Networking in Support of Small Tactical Units Using the Sincgars Radio — Capt. Steven R. Brand, USMC

Currently, there is no infrastructure in place to provide data networking capabilities to ground-based tactical units below the battalion level. Legacy, voice-centric radios, organic to these units, possesses no inherent packet switched networking capability. The infrastructure for such a network is presented in this thesis.

Specifically, with the SINCARS providing the Physical Layer, a software-implemented Data Link Layer is presented. Both an Aloha-like and a CSMA protocol are implemented for media access control. Additionally, a novel routing algorithm, Expected Relative Positioning, with Congestion Avoidance (ERP/CA), is presented as the Network Layer protocol. This protocol is optimized for military application, using policies regarding movement and positioning within formations to inform its routing selections.

Finally, a prototype application is presented to demonstrate the use of the proposed small tactical unit, mobile ad hoc network infrastructure. The application is used in the functional testing of the layer 2 and layer 3 protocols. Results of the functional testing are presented.

A Legacy of Excellence: The USAF Weapons School's Challenge to Maintain Standards — Maj. James R. Rosales, USAF

Major Rosales's thesis investigates the effects of resource constraints on the United States Air Force Weapons School (USAFWS). Highly regarded as the Combat Air Force's (CAF) Center of Excellence, the USAFWS is responsible for producing a weapons officer who is finely tuned in the skills of communication, integration of joint forces, large force mission planning, training plan development, and tactical leadership. The CAF demands a weapons officer who is highly skilled and possesses traits and values above the norm. The USAFWS has translated these objectives into an exemplary standard that pervades the institution and its graduates.

During this period of transformation and global war (circa 2005), the CAF is continually seeking ways to "do more with less." This thesis provides a framework for assessing whether this is possible without adversely affecting the USAFWS's training standard. The graduate can be seen as a product of objectives plus training concepts plus resources. All three components are rigorously examined. Everything under the USAFWS's control has been optimized, leaving the shrinking pool of resources as a troubling and testing, but reversible problem.

Russia's National Interests in the Transcaucasus and the U.S. Policy: Implications for Armenian National Security — Armen V. Abelyan, Civilian, Ministry of Defense, Armenia

The purpose of this thesis is to evaluate Armenian foreign policy toward the two major regional players—the United States and Russia. What are the United States' and Russia's security, economic, political and human rights interests in the South Caucasus? What are the regional security interdependencies and how are they influenced by these powers? What are the major determinants of Armenia's foreign policy? In its pursuit of national interests, what should be Armenia's foreign policy toward these powers? Answering these questions requires knowing Armenia's geopolitical environment, security concerns and historical experience.

This thesis finds that Armenia, despite its limited natural resource base and geopolitical complexities, has managed its foreign relations and has addressed its national security concerns quite well. It has maintained good relations with both Russia and the United States, helping to reduce regional polarization and its own security dependence on either of the powers. The flexibility of its policy has allowed Armenia to adjust to global geopolitical and regional trends.

NPS Military Faculty are Vital Links to the Fleet

Story by Barbara Honegger

The Naval Postgraduate School's 43 Military Faculty members (MILFAC) are a vital link between classroom, lab and Fleet, ensuring its world-class graduate-level courses are both militarily relevant and unique.

"Military faculty are vital to the success of NPS, given its unique mission of enhancing the combat effectiveness of the Navy and defense community as a whole," said James Kay, Dean of the Graduate School of Engineering and Applied Sciences.

"You can't accomplish that mission without a blend of civilian academics and military faculty working both sides. Military faculty also serve the vital role as mentors for our predominantly military student body. And having military faculty from all four services is extremely important, given the emphasis on Joint capabilities and operations."

Of the 43 military instructors currently teaching and guiding thesis research at NPS, 28 are Navy officers, three Marine Corps, six Army, and six Air Force.

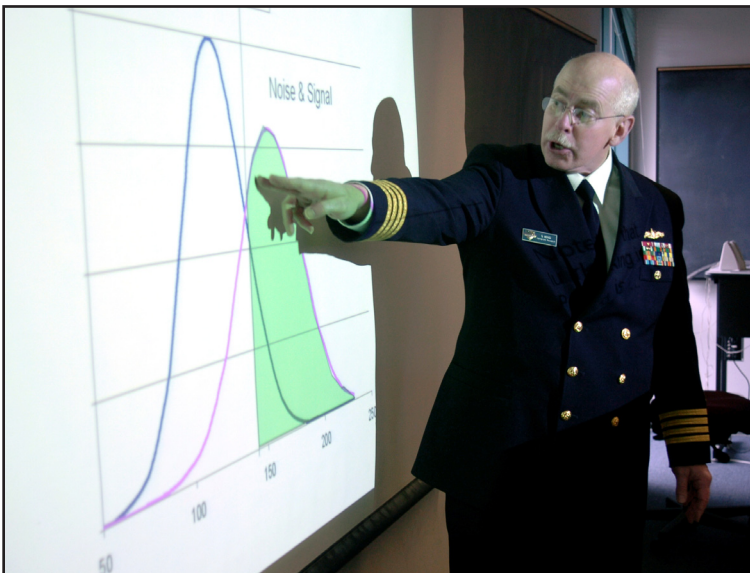
"NPS is both academically and militarily unique because we have both civilian and military faculty integrating operational experience and academic rigor," said Marine Corps Lt. Col. Greg Mislik (Ret.), five years an operations research military instructor in weapons systems cost estimation and now a civilian lecturer. "Those two sides – operational and academe – meet in the military faculty here at NPS."

"To understand something you have to model it, and to model it you need to know what it's really like, from the inside," Mislik stressed. "This is especially true of military processes, like the complex JAVELIN anti-tank missile system" for which his officer students just completed a full-life-cycle cost analysis.

"You need both sides – on-the-deck-plates experience and scientific rigor – to fully model what really happens on a ship,

tank, or command center."

"My military faculty colleagues," said Navy Capt. Starr King, former guided missile frigate commander and now Operations Research Programs Officer at NPS, "are the single most important ingredient in ensuring that officer students understand the importance of the investment



Capt. Starr King, a military faculty member at NPS, is able to bring his fleet experience into his lessons in operations research. (U.S. Navy photo by Photographer's Mate 2nd Class Mike DiFranco)

their respective services and nation have made in their graduate education -- military faculty are the 'military value' of the Naval Postgraduate School."

"I bring 30 years of distilled experience as a commissioned naval officer to mentoring students in and out of the classroom," said King, who is also Chair of Warfare Innovation and Chair of Applied Systems Analysis in the NPS Operations Research Department.

"It is the capstone of those 30 years that in my last three years on active duty I've had the opportunity and responsibility to stand, in my uniform, in front of classrooms of officer students. I wear my credibility and experience in a form they understand and respect: a pin attesting to qualification as a Surface Warfare Officer, four stripes on my sleeves that they read as years, rows of ribbons they read as a travelogue, and, most importantly, a Command-At-Sea pin."

"Military faculty have been out there and understand in our hearts

the challenges of leading young men and women in harm's way."

Air Force Col. Brian Green Shields, NPS SOCOM Chair, brings "through the fire" experience as the Commander of the Combined Joint Special Operations Aviation Component directing special operations air assets in support of Operations Iraqi and Enduring Freedom to his

said Green Shields. "While our civilian faculty is unmatched, military faculty can translate difficult operational concepts into something easily understood by officer students with operational experience themselves."

"Military faculty also help ensure that individual curricula meet the needs of the Services. As SOCOM Chair in the Defense Analysis Department, I ensure our highly valued SOLIC curriculum meets the needs of SOCOM and its subordinate commands. It's vital that we teach what students will need to keep our military at the forefront for years to come."

Services also designate Senior Military Faculty Members in various NPS departments who serve as formal liaisons for particular areas of research. "A key role of Senior Military Faculty Members is to be matchmakers – to find out what DoD needs to know and match that with specific student thesis research topics," said Mislik.

"The combination of world class military and civilian faculty gives our students an advantage they could not get at any other university in the United States - or the world," said Robert Beck, Dean of NPS's Graduate School of Business and Public Policy.

NPS Recognizes Distinguished Alumni

*Story by Journalist 2nd Class
Chad Runge*

The Naval Postgraduate School recognized a record number of distinguished alumni this quarter by presenting six graduates with the NPS Distinguished Alumni Award.

The NPS Distinguished Alumni Program recognizes any alumnus/a of the Naval Postgraduate School who has made distinguished contributions to a branch of learning associated with national security, has rendered distinguished service to some aspect of their national security, or has made a distinguished professional achievement which reflects great credit

on the recipient and NPS.

Awardees included Vice Adm. Patricia A. Tracey (Ret.), who was the senior ranking female Naval Officer while on active duty; Vice Adm. Justin McCarthy, Supply Corps Director, Material Readiness and Logistics; Vice Adm. Stanley Szemborski, Principal Deputy Director, Program Analysis and Evaluation, OSD; Rear Adm. William Landay III, Chief of Naval Research; Rear Adm. Archer Macy Jr., Commander, Naval Research Center; and Capt. Sam Houston (Ret.), who most notably, assisted in the landing and recovery of Neil Armstrong and the other Apollo 11 astronauts.

NPS Welcomes VIPs and Distinguished Visitors

List compiled by NPS Protocol and Public Affairs Offices

3 JAN Lt. Gen. Stanley E. Green, USA
U.S. Army Inspector General
Site visit of NPS & DLI

12 JAN Naval Command College
Tour of facilities



Approximately 40 foreign military officers from the Naval Command College visited NPS for a tour of its facilities on Jan. 12. (U.S. Navy photo by Photographer's Mate 2nd Class Mike DiFranco)

26 JAN Honorable Sam Farr (D-Calif.)
U. S. House of Representatives

31 JAN Rear Adm. Archer M. Macy Jr.
Commander, Naval Surface Warfare Center
Deputy Commander for Warfare Systems
Engineering, Naval Sea Systems Command



Rear Adm. Richard Wells, NPS President, presents Rear Adm. Archer Macy with the NPS Distinguished Alumni Award in a ceremony held Jan. 31. (U.S. Navy photo by Javier Chagoya)

31 JAN-2 FEB Adm. Timothy J. Keating,
Commander U. S. Northern Command,
Commander North American Aerospace
Defense Command

6-7 FEB

Vice Adm. Justin D. McCarthy
Director for Material Readiness and Logistics
Speak at Navy Corporate Business Course

6-7 FEB

Lt. Gen. David F. Melcher
Deputy Chief of Staff for Resource Management

7-16 FEB

Vice Adm. Stanley R. Szemborski
Principal Deputy Director, Program Analysis
and Evaluation
Speak at Navy Corporate Business Course

7-8 FEB

Adm. James R. Hogg, USN (Ret.)
Director, CNO Strategic Studies Group
Discuss SSG with NPS leadership,
Talk with SEA-10 students

7-8 FEB

Ambassador Barbara Bodine
Senior Fellow and Director for the Governance
Initiative in the Middle East,
Guest lecturer for the NSA Department



Rear Adm. Wayne Meyer, USN (Ret.) was inducted into the NPS Hall of Fame in a ceremony held on Feb 23. (U.S. Navy photo by Javier Chagoya)

23 FEB

Rear Adm. Wayne Meyer, USN (Ret.)
"Father" of the Aegis weapon system
NPS Hall of Fame Induction

2 MAR

Rear Adm. Stanley D. Bozin
Director, Office of the Budget, Office of the
Assistant SECNAV for Financial Management and
Comptroller, Meet with MBA (Financial
Management) Conrad Seminar students,
Meet with Financial Management Faculty

24 MAR

Honorable Francis Harvey
Secretary of the Army
Guest speaker for NPS Winter Graduation
Ceremony

27 MAR

Honorable John Murtha (D-Penn.)
U.S. House of Representatives
Site visit to NPS/DLI/Panetta Institute